

*2015 Review*



# SECURITY GOVERNANCE INITIATIVE

Enhancing the transparent, accountable,  
and legitimate management and oversight  
of security policy and practice

## Security Governance Initiative

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# OVERVIEW

At the U.S.-Africa Leaders Summit in August 2014, President Obama launched the [Security Governance Initiative \(SGI\)](#), a multi-year effort with \$65 million in initial funding between the United States and partner countries to improve security sector governance and capacity to address threats. SGI partners with countries to undertake strategic and institutional reforms required for governments to tackle key security challenges. Together with our six current partners – Ghana, Kenya, Mali, Niger, Nigeria, and Tunisia – SGI is making great strides to focus on shared security priorities and enhance security sector management. Each of the six countries has demonstrated partnership with the United States, expressed a desire to strengthen its security sector, and committed to the core elements of the initiative.

SGI's central objective is to enable partner countries to develop and enhance policies, institutional structures, systems, and processes that allow them to more efficiently, effectively, and responsibly deliver security and justice to their citizens. SGI is not a tactical-level training and equipping program, but rather focuses on supporting partner country efforts to improve the management, oversight, accountability, and sustainability of security sector institutions.

SGI uses [Presidential Policy Directive 23](#) on Security Sector Assistance (PPD-23) as a policy framework to ensure transparency and coordination across the U.S. government, and to help partner countries not only build sustainable capacity to address common security challenges, but also to promote universal values such as good governance. In line with PPD-23, SGI is also designed to share information, expertise, and lessons learned within the U.S. government and beyond to improve other ongoing and potential future security sector assistance.

# APPROACH & PRINCIPLES

SGI leverages expertise and experience from the Departments of State, Defense, Justice, and Homeland Security, the U.S. Agency for International Development, and the National Counterterrorism Center. Coordination and collaboration both within the U.S. government and with partner countries is a hallmark of SGI.

The SGI approach is based on the recognition that sustainable solutions to security sector challenges must come from within the country. SGI launches a dialogue between the U.S. government and partner countries to share experiences and sound practices, and identify opportunities to tackle urgent and emerging security challenges, while endorsing principles of good governance.

→ SGI applies a comprehensive, whole-of-government approach, focusing on the systems, processes, and institutions that reinforce democratic security sector governance.

→ SGI conducts joint analyses, shares data, and agrees on goals with partner countries.

→ SGI regularly measures and evaluates progress through consultation and dialogue with security sector stakeholders in partner countries.

→ SGI matches targeted investments with willing partners to strengthen military and civilian institutions.

→ SGI consults with a broad audience, including civil society, international donor partners and other non-governmental organizations (NGOs), to ensure a thorough understanding of issues and efforts to address security sector governance challenges.

# *M A N A G E M E N T*

The Department of State's Bureau of African Affairs established an SGI Coordination Office that includes liaison officers from other U.S. government agencies. State also convenes an SGI Working Group to coordinate with the broader SGI interagency community. The SGI Coordination Office closely works with U.S. Embassy country teams in partner countries, which play a critical role in SGI program development and implementation.

Applying PPD-23's central tenets of transparency and coordination across the U.S. government, the SGI Working Group includes all relevant U.S. government agencies working together to synchronize efforts, reduce redundancies, minimize assistance-delivery timelines, ensure consideration of the full range of policy and operational equities, improve data collection, and measure effectiveness.

National Security Council staff coordinate the interagency to drive implementation and engage senior interagency stakeholders at key decision points.

# P R O C E S S

**Phase One - Pre-Consultation Coordination:** Before traveling to a partner country for an initial visit, the SGI Office gathers information and organizes briefings with U.S. government and non-governmental country and subject matter experts. The SGI Office also arranges information-sharing and planning sessions with U.S. Embassy country teams to develop a shared understanding of the U.S. interests at stake, discuss the country-specific situation, and identify potential areas for engagement. The partner country assigns a senior SGI Point of Contact, usually in the Office of the President, to coordinate SGI engagement within its government, and provide oversight, access, and visibility to fulfill SGI objectives.

**Phase Two - Consultation Visits:** Multi-agency U.S. government teams visit SGI partner countries to meet with government representatives, non-governmental stakeholders, and international donors to identify challenges as well as opportunities for SGI to support partner country efforts to improve security and justice institutions. Based on priorities articulated by a partner country, the U.S. government proposes areas for SGI to focus. This identification and framing of requirements by partner countries is essential to the SGI process and will contribute to its success.

**Phase Three - Development of Joint Country Action Plan:** Once the United States and the partner country agree on the focus areas, the Joint Country Action Plan (JCAP) is developed to define the parameters of the SGI partnership. U.S. and partner country experts jointly conduct an analysis of the challenges and opportunities available in each focus area, to include reviewing any related and parallel activities. These expert teams then articulate the goals for each focus area and recommend activities, required steps, and milestones for achieving desired end states. A Senior SGI Steering Committee, co-chaired by U.S. officials and partner country counterparts, meets to review and approve the analysis and recommendations, and to develop a plan and schedule to monitor SGI activities and review SGI progress. The final JCAP is presented to U.S. and partner country leadership for signature.

**Phase Four - JCAP Implementation:** Using the JCAP as the roadmap, focus area teams design and implement programs to reach goals through a variety of bilateral engagement such as: technical assistance, mentoring, and workshops. Steering Committees convene periodically to review progress, modify goals as necessary, and agree on next steps.

# OUTREACH

Outreach contributes greatly to SGI's success. SGI outreach goals are to: 1) familiarize a wide range of stakeholders with the SGI approach and principles; 2) create opportunities for engagement and dialogue with technical experts to inform SGI analysis and implementation; and 3) coordinate SGI planning and implementation with key stakeholders to foster complementary activities and avoid duplication of efforts.

### **Key SGI Stakeholders**

→ Civil Society Organizations: U.S.-based and SGI country-based think tanks, academics, advocacy groups, and other NGOs possess SGI country and regional expertise. They also have security sector governance subject matter expertise that provides valuable perspectives for SGI planning and programs. SGI leadership hosts information sessions with civil society organizations in Washington to provide updates on SGI progress, while soliciting ideas and support. Interagency delegations also meet with civil society organizations in SGI countries.

→ International Donors: Through consultations and coordination with other international partners in Washington, donor capitals, and SGI countries, SGI seeks to maximize the impact of security sector governance reform efforts by sharing information to ensure complementary activities.

→ Partner Country Representatives in Washington: Regular contact with SGI partner country embassies in Washington provides the opportunity to brief ambassadors on SGI activities, discuss security sector governance challenges, and receive feedback from senior level SGI partner country representatives.

# LESSONS

Since its launch in 2014, SGI has tackled challenges and learned from these experiences. The following are key lessons that have shaped SGI thus far.

→ A steadfast commitment is required by partner countries, U.S. government interagency partners, and U.S. embassies for SGI to succeed. Each plays a unique and important role in ensuring appropriate SGI management, coordination and prioritization of efforts, and in identifying opportunities to contribute to long-lasting reforms.

→ Civil society and international donor partners provide a vital perspective. Establishing an SGI community is critical to share best practices and ideas, provide for a more rigorous analysis of security sector governance, and prevent the duplication of efforts.

→ The SGI process has helped both the U.S. government and partner country governments develop whole-of-government strategies and exchange information to address security challenges. PPD-23 provides a useful model for developing U.S. government coordination mechanisms.

→ Defining milestones and measuring results help determine the efficacy of the SGI approach and process. The development of a monitoring and evaluation framework is important to guide SGI implementation and decisions on next steps for country-level engagement, as well as the future of SGI more broadly.





# Niger

### **January 2015**

- Initial Consultation Visit

### **May 2015**

- Focus Areas Approved

### **June 2015**

- JCAP Drafted

### **October 2015**

- JCAP Signed
- Conducted strategic framework and resource needs workshop

### **November 2015**

- Conducted workshop on structures and processes required for improved external communication

### **January 2016**

- Conducted workshops to enhance strategic planning, human resource management, logistics management, and budgeting
- Deployment of Embassy SGI Coordinator

### **Focus Areas**

1. National Security Review and Strategic Framework
2. Alignment of Human and Material Resources to More Efficiently Address Short- and Long-Term Security Needs
3. External Communication

The Government of Niger (GON) has welcomed the SGI approach and appointed a senior-level official in the Office of the Presidency as the SGI point of contact. The President of Niger and Prime Minister both engaged with the local press during the SGI consultation team's visit and highlighted SGI as a major feature in the future of the bilateral partnership. The SGI-Niger U.S. Head of Delegation is Ambassador (retired) Larry Wohlers.

**SGI Engagement:** Niger faces a variety of security threats that are acute and expanding. The GON has been effective in responding to the rapid rise in threats since 2012, but the SGI process identified the lack of a broader strategic security framework as one factor hampering the GON's ability to comprehensively address these threats. SGI will work with the GON to develop a National Security Review and Strategic Framework to help the GON analyze current and emerging threats and efficiently allocate resources to address them. These efforts will include developing systems to plan for multi-year programming, which is not currently possible in the Nigerien system. SGI will also work to help develop an approach to manage human and material security sector resources, including human resources, logistics, and budgeting. This is needed because each of Niger's five security services currently manages separate and sometimes conflicting human resources classifications, recruiting, and oversight systems. These inconsistencies have eroded employee confidence and degraded the ability to effectively recruit. Enhancing consistency in job qualifications, management policies, procedures, and doctrine will help remedy these challenges. Finally, Nigerien security services struggle to effectively communicate with the public due to both a lack of established channels and insufficient experience. SGI will work with the GON to enhance its external communication in order to build public trust with its citizens.

As a result of keen interest and active participation, the GON has already proactively instituted several reforms, such as the Prime Minister's call for each Ministry to appoint a designated media/communications contact to facilitate interagency communication and public outreach.



Thank you to all that have contributed to the  
progress the Security Governance Initiative  
made in 2015.

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